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5 April 1973

*Miss Killard*

Noted  
WVB

MEMORANDUM FOR THE RECORD

SUBJECT: Meeting with William Colby:  
Career Services

1. The team [ ] Bavis, [ ] and Mr. Broe and [ ] met with Mr. Colby on April 4th to determine the focus of the paper to be written on Career Services. Mr. Colby noted that the paper would now be prepared for the Management Committee (rather than the Executive Director). He identified the problem as follows: how to develop the most experienced, qualified and refreshed officers (e.g., analysts, operators and engineers). The implication is, however, much broader, namely to develop executive talent to serve anywhere in the Agency, and provide job satisfaction. The first step, he said, is an exposition of how the current personnel system bears upon the problem. Mr. Colby, therefore, asked the IG to prepare a paper which would describe how the several personnel systems in the Directorates function in respect to the central problem.

There will then be a second paper, which should be prepared by a task force to include representatives from the several Directorates. This will be undertaken also for the Management Committee. The task force will be asked to study and develop proposals for a career service structure for the Agency. He would hope that the second paper would be finished for the Management Committee by mid-May.

3. Mr. Colby remarked that he was surprised the team had found so little wrong with the present personnel system. He had understood from the Junior Management group, for example, that there were dire weaknesses and ills in the Agency because it had such a poor, that is nonexistent, career service. We told Mr. Colby, briefly, that: the needs of the several Directorates were fairly well met by the present personnel systems; the needs or wishes of individuals were less well met; and Agency-level needs were also not well met. On the last point,

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however, we noted that early decisions in the Agency had been to establish more or less autonomous directorates and not a monolithic organization; and that, in fact, there had been no executive needs or positions at the Agency level to fill (with a few exceptions such as the appointments of heads of directorates). We noted, with regard to individual officer interests, that there had never been a serious attempt to establish a system for developing careers. The lack of planning for advancement, and the security such a more or less guaranteed program would provide, is basically what the young officers complain about most. Nonetheless, we said, most Directorates have well-conceived ideas as to the general pattern required for advancement within their own structures even though there is little planned movement of personnel to develop them for advanced positions. There is nothing in the present structure or system, however, which precludes mobility, or planning in terms of a bona fide career service.



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